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15 July 1968

**MEMORANDUM FOR: Director of Personnel**

**THROUGH : DD/Pers/R&P**

**SUBJECT : Annual Report of FY 1968 Accomplishments  
and FY 1969 Plans and Objectives**

**FY 1968 Accomplishments**

1. This year was characterized by significant changes in most operations of the Placement Division.

- a. Although the total numbers of professional, technical and commo personnel on duty at the end of this fiscal year was about the same as the number on duty on 30 June 1967, general conservatism and concern over personnel ceiling limitations throughout the year resulted in less activity in all aspects of input processing of professional and technical personnel. Invitee travel expenditures for FY 1968 were about 324 thousand dollars as compared with about 432 thousand dollars spent for that purpose during FY 1967. Tab A compares this input effort with the volume of similar activity during FY 1967.
- b. Although our officers tried all along to encourage the initiation of security processing on adequate numbers of candidates for professional positions, too few such candidates were put in process. Now, the Agency is in a comparatively weak position insofar as potential professional input is concerned. There are 568 fewer CT and non-CT professional candidates in process than were in process at this time in FY 1967. This is a reduction of 48% which occurred in spite of the fact that there were ample number of qualified candidates for most positions available during the year. Tab B compares the number of professional and technical

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applicants in process as of 30 June 1968 with the number in process at the same time in 1966 and 1967.

2. The following highlights warrant particular attention.

a. Correspondence

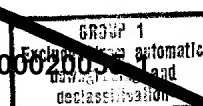
(1) The Correspondence Branch prepared, signed and dispatched a total of 35,295 letters. Of this total, 8,889 letters were prepared on the initiative of the Branch and 26,406 were prepared on instructions. The total is 2,653 less than the number of letters prepared during FY 1967.

(2) The practice of decentralized correspondence was continued with success during this fiscal year and will be continued during FY 1969. We also expect that during FY 1969 we will call upon recruiters more frequently than in the past to assist in explaining negative employment determinations to applicants who, although fully qualified, may be barred from entering on duty because of ceiling limitations.

(3) The responsibility for establishing and maintaining applicant files was transferred from the Records and Control Division to Correspondence Branch, Placement Division. Although it has taken a great deal of effort to review and reorganize the file system, the arrangement has been and will continue to be more efficient and will provide greater service to all processing elements which use applicant files.

b. Skills Banking - We have found that Skills Banking is a poor selection mechanism under the circumstances which prevailed during this fiscal year. Representatives of Agency components stayed away from the Bank in great numbers. Many fine applications would have received no attention whatever had we not resumed the practice of "shopping" in order to bring them to the attention of those components which had some reasonable prospect of interest. On the average, there were 226 fewer professional applicants in process each month than there were

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during FY 1967.

c. CTP Personnel Branch Activity

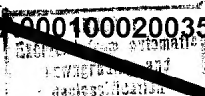
Current Status of Program

(1) In marked contrast to the most recent FY's when all efforts were bent toward filling a large CT quota, the second half of FY 68 saw a severe cutback in the Program. The first effect was felt in January. The combination of ceiling restrictions and BALPA meant that what had been initially a cloud on the horizon in a formerly sunny sky became a threatening storm during the second half of the year. It is very difficult to adjust, sometimes on a day-to-day basis, a Program which is, or should be, geared to the long haul. Sometimes in the past we were forced to take on marginally qualified applicants simply to fill quotas. Now the reverse is true. We were forced to turn away a number of well-qualified candidates, some of whom were outstanding and cleared. The numbers of cancellations included 42 who were fully cleared and ready for EOD, and 16 others were cancelled who were within a week or less of full clearance. (Tab B presents a comparison of FY 1968 workload statistics with the two preceding years.)

(2) In spite of substantial cutbacks, the workload of the Branch has remained high. This paradox is readily explained. When large numbers are called for, selectivity is relatively low and a high percentage of applicants are placed in process. Much of this workload is more or less routine. When the Program is cut back in size, the selectivity level is high and a great deal more time must be spent in the consideration of each applicant to ensure that only the best are being put in process.

(3) The trend toward selecting individual applicants against specific job requirements in the DDI and DDS has further complicated the CTP selection process. This approach is quite different from the former approach whereby final decisions concerning a trainee's assignment were not made until after an extensive appraisal of attributes and qualifications and his training record had been made. Now, in

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most cases specific assignment determinations are made during the initial Headquarters interview. Thus, it is even more important than ever that the recruiter ascertain, in some detail, the applicant's area of interest during the field interview.

(4) One happy result of the overall cutback has been a drastic reduction in the numbers of draft eligibles under active consideration. While the military programs have not been eliminated, we are considering only those draft eligibles whom we consider to be exceptional and whose motivation toward long range Agency employment is unquestioned.

(5) Processing Problems - With only two major exceptions, processing of CT applicants proceeded smoothly. It still takes approximately five weeks after an applicant is examined before we receive official word that he has been turned down. The limitations on field testing made it necessary for us to interview applicants without the benefit of personality information. When testing is resumed, we will have the additional problem of arranging for candidates to take Part II during an already crowded schedule. In some cases an additional day at Headquarters may be necessary.

- d. Support to Personnel Management - The Placement Division made very little progress during FY 1968 in its effort to provide assistance in the day-to-day management of personnel on duty. The Employee Assignment Branch was seriously understaffed during most of the year. The two officers involved were required to give a disproportionate share of their time to routine responsibilities for reviewing personnel actions, processing and briefing EOD's and screening proposals for Quality Step increases. The Branch is about twelve weeks behind in arranging follow-up interviews. It is impossible for two officers to carry the EAB function. An experienced professional officer must be added to EAB if we are to continue these efforts. This will be especially important as internal reassignment activities increase due to the BALPA exercise and reduced personnel ceiling authorizations.

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Objectives for FY 1969

1. Our work with the Plans and Analysis Division has progressed to a point where we should agree shortly on the useful in-process targets to guide recruitment activities. With the prospect of tight personnel ceilings, we shall have to manage all personnel input with more precision than ever before.

2. With a fully staffed Employee Assignment Branch, we will be able:

- a. to resume the follow-up interview program on schedule;
- b. to help arrange reassignments to resolve internal imbalances in personnel due to BALPA action and other strength adjustments; and,
- c. to monitor more carefully the movement into professional ranks of employees who did not EOD against professional selection standards.

3. The Advance Staffing Plan for FY 1969 presents a slightly smaller but nonetheless challenging target for professional and technical input. We shall maintain and, where possible, improve the personal quality of our contacts with applicants and with candidates in process for professional and technical positions.

  
Chief, Placement Division

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